EXTRACTS FROM ELLIOT'S "UNIVERSITY ADMINISTRATION

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SCALE, SELECTION & RECRUITMENT.

(pp. 12-14) The general features of a good scale of salaries are as follows: The salary of an annual appointee at the start should be low,-about the amount needed by a young unmarried man for comfortable support in the university's city or village. When, after a few years, this young man receives an appointment without limit of time, a somewhat higher salary should be given him, with a small advance each year for, say, three years. If this instructor so commends himself that the University desires his further service, he should receive, as assistant professor, a salary which will enable him to support a wife and two or three children comfortably, but without luxury or costly pleasures. It is well to have the appointment of assistant professor given for a fixed terms of years, as, for example, five. If, at the end of his first term as assistant professor, a second appointment with the same title be given, a moderate advance of salary should accompany the second appointment. By the time the end of a second term as assistant professor is reached, the candidate for further employment in the university will be approaching forty years of age, and is ready for a full professorship. On promotion to this life-office, another advance of salary should be given, so that the salary of the full professor may easily be four times the sum which the young man received at his first annual appointment. The salary of a full professor should then rise by moderate steps--say once in five years--untill the maximum is reached, the maximum being ordinarily attained between fifty and fifty-five years of age, unless in the cases of men who demonstrate their fitness for a professorship

professorship earlier in life, and have the chance to fill some vacancy or new post. This scale of salaries is arranged for persons who begin at the bottom, and rise through all the stages to the top of university employ. When men of ability, proved elsewhere, as taken into the university's service, a position on the scale must be ~~arranged~~ assigned to them by the trustees, who will naturally be guided by the extent of their experience and services elsewhere their desirableness and the inducements other than salary which are likely to influence them. To fix this scale of salaries, and to modify it from time to time, according to changing social conditions, and the general scale of living in the community which surrounds the university, is one of the most important duties of trustees and one of the most difficult.

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(pp. 93) That university is fortunate whose faculties have been recruited in a considerable variety of ways; but first, by advancing young men who are graduates of the institution through all stages of the service, beginning with the lowest. This process should require three or four years to be spent in professional study after receiving the Bachelor's degree; then three or fours of service on annual appointments to subordinate places; next as many years in the position of instructor appointed without limit of time; and next five or ten years of service as assistant professor before the grade of full professor is at last attained. It may therefore take the young graduate in arts from fifteen to twenty years to obtain a full professorship, and it will be from six to eight years after his graduation as a Bachelor before he gets an appointment which commits him

him to teaching and investigating as his life-work. The rapidity of his advancement will depend, first, on the number of vacancies which happen to occur in the upper part of the department to which he belongs, and secondly, on the chance that the institution with which he is connected will make a rapid growth. xx xx xx

(pp. 94) The second mode of recruiting the university staff is to discover and make proposals to men still young who have distinguished themselves in the service of other institutions. The larger institution does not need to offer such men full professorships. The can ordinarily be obtained for assistant professorships, or even instructorships without limit of time. Such persons are not taken at once into the permanent staff of the university which invites them. They receive what may be called probationary appointments, and if they do not succed in such places, after a reasonable time, the university is under no obligation to continue them in its service.

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(pp.95) The third mode of recruiting a faculty is to invite to full professorships men of proved capacity, industry and intellectual productiveness. To such men the university commits itself for life.

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(pp.93-95) In selecting university teachers, young or old, it is always a question ~~kmax~~ what sort of qualification should have most influence on the selction,- knowledge of a subject, capacity to expound it in an interesting manner, published works, success as an investigator, or the total personality, including manners and customs, temper, bearing, and quickness of sympathy. In every case there must be a

a balancing of these different qualities, which are rarely combined in a single individual, and a comparison with like balances in other candidates.

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(pp. 102) In recruiting a university staff, a long period of probation for all candidates, who rise from the ranks and advance gradually towards a full professorship, is necessary, and it is desirable that this long period of probation should cover the period within which marriage is probable. xx zz xx It is a good deal safer to give a life office to a married man on whom marriage has proved to have a good effect, than to a single man who may shortly be married with uncertain results.

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(pp.97) The motives which induce suitable young men to devote themselves to an academic life, and therefore to become members of a college of university faculty, are somewhat different from those which impel young men to enter the learned and scientific professions or to seek business careers.

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(pp.99) but it should be distinctly undersgood that the profession can never be properly recruited by holding out pecuniary inducements. In drawing good men from one institution to another, the prevailing inducements are apt to be, not increase of salary, but wider championship better access to text books, better schools for children, a wholesomer life for the family, more social and educational advantages, and the general prestige of the inviting institution.

That institution is fortunate which attracts to its service young men from all conditions of life. The recent tendency of sones of well-to-do, and even rich, families, to go into the ministry, the medical profession, academic life, and the public service, is one in which all patriots may well rejoice. Such young men, if they have intellectual ambition, and the needed capacity for teaching and investigation, contribute very much to the total wisdom andefficiency of any university faculty.

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(pp.90) It is natural, but not wise, for a college or university to recruit its faculties chiefly from its own graduates,-natural, because these graduates are well-known to the selecting authorities, since they have been under observation for years; unwise, because breeding in and in has grave dangers for a university, as also for technical schools and naval and military academies.

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A university present, or a selecting committee, in search of a new professor, or of new professors, has means of forming a judgment which are fairly trustworthy, if patiently collected and sifted. In the first place, there is the candidate's record as a student at his college or university; secondly his reputation as a teacher, whether he may have been employed; thirdly his activity in the learned societies with which he has been connected; fourthly his productiveness as an investigator and author; and fifthly, his general repute as a man of character and influence. Experienced officials pay but scanty attention to testimonials and letters of recommendation, particularly if they have been forwarded through the candidate or procured by him. xx xx

They are also fond of superlatives, and are too apt to deal only with merits, omitting defects, when they write testimonials at the request of a candidate. The prudent selecting official or board will therefore be careful about giving weight to testimonials, and will greatly prefer to see and talk with the candidate himself face to face, except in the case of a man whose character and professional standing are well known and unquestionable.